



U.S. Department of Energy's  
***Office of Science***

***SC F&I***  
**7 June 2005**

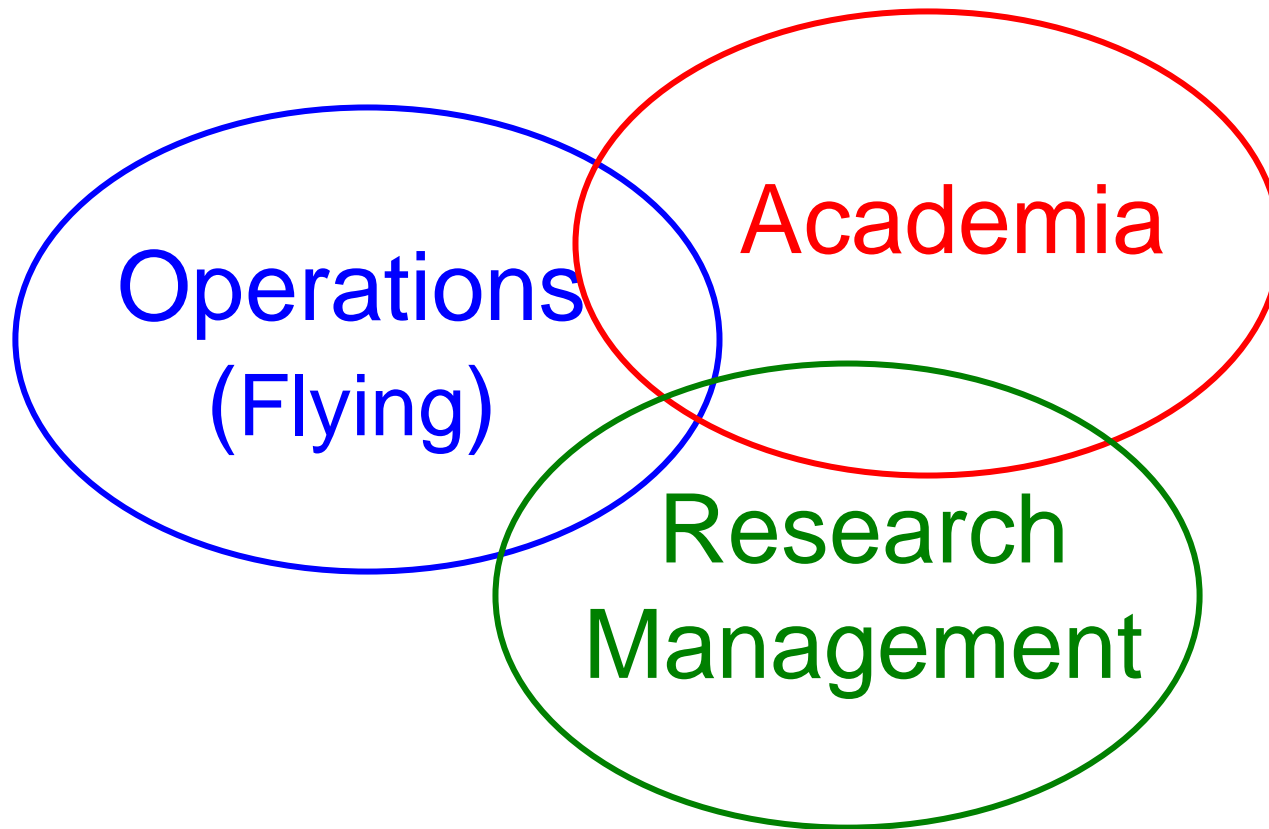


# Overview

- Introduction and Expectations
- What I've learned about F&I
- Deferred Maintenance
- Plans
- Challenges
- Q&A



# A Brief Personal Background





# What you can expect of me

- My philosophy/approach:
  - Take care of your people
  - Help them take care of the mission
- I will visit each site at least twice a year
  - Alternate between programs and ops
- I will take the “big picture” perspective
  - Decisions based on needs of entire SC complex

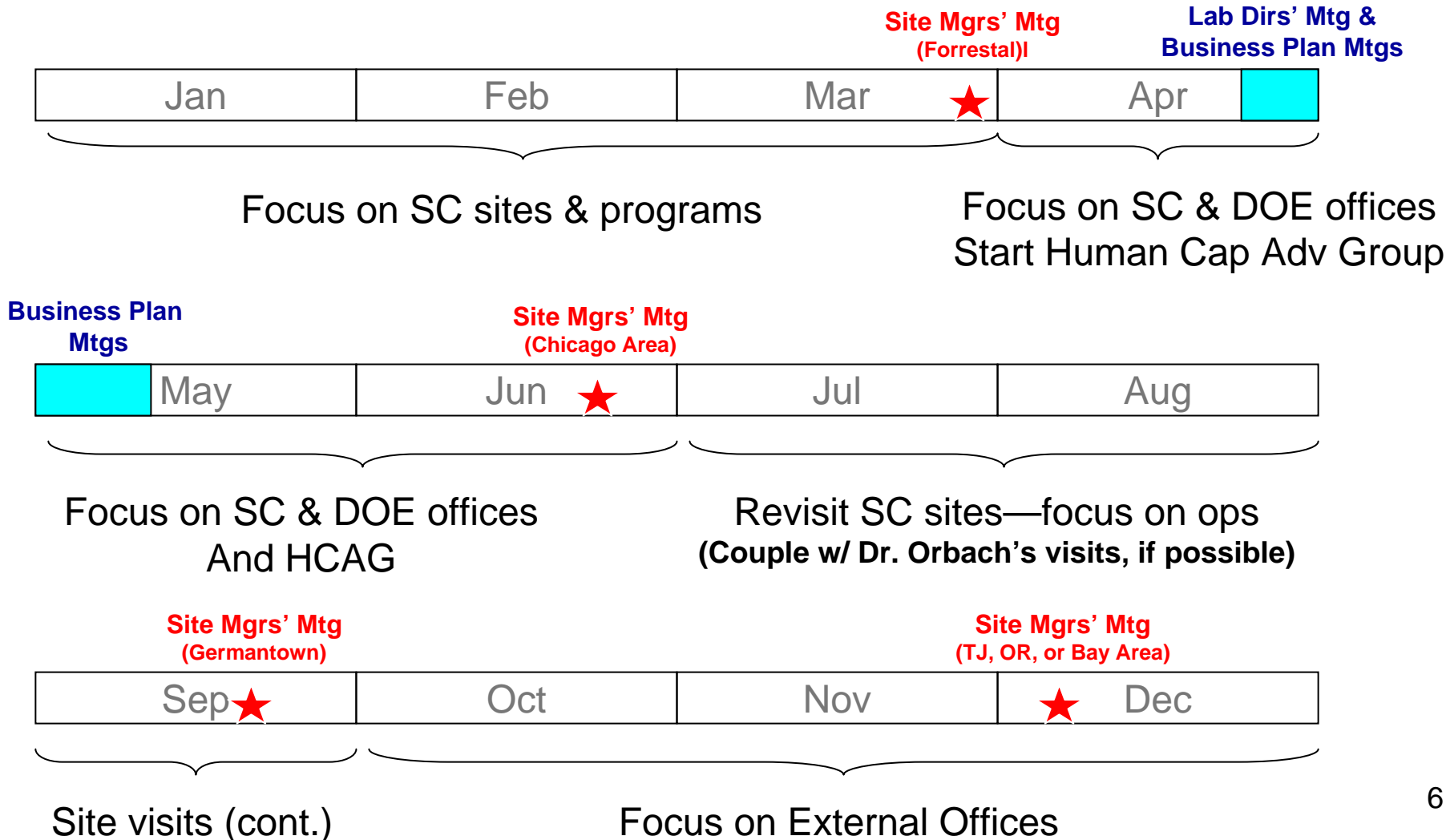


# What I expect of you

- Be a valuable team-member and public steward
- Use sound judgment & make good decisions
- Respond to taskings on time (preferably early) or pre-coordinate extensions
- Share information



# Personal Goals & Plans for CY 2005





# What I learned during my site visits

- Diverse and unique challenges at sites
  - Scientific thrusts
  - Geography
  - Community involvement/attention
  - Skill mix of staff
  - Condition of facilities
  - Relations with contractors
- Commonalities at sites
  - High quality of staff
  - Enthusiasm of researchers
  - Good focus on SC mission



# What I've learned about the Labs

- Lab ops & upkeep consume major portion of SC budget
- Labs are truly “national treasures”
- We are unique in Fed system by providing these large-scale scientific tools for nat'l and int'l research
- Labs serve 20,000 users per year
- The public trusts us to keep these labs running





# DOE Site Office F&I Roles and Responsibilities

- Provide stewardship of government facilities
- Set expectations for Contractor
  - Provide program direction and contract requirements
- Support Contractor and facilitate performance
- Oversee work performed by Contractor
  - Assessments, program reviews, day-to-day activities
  - Approve 10 year site plans
- Hold Contractor accountable for performance

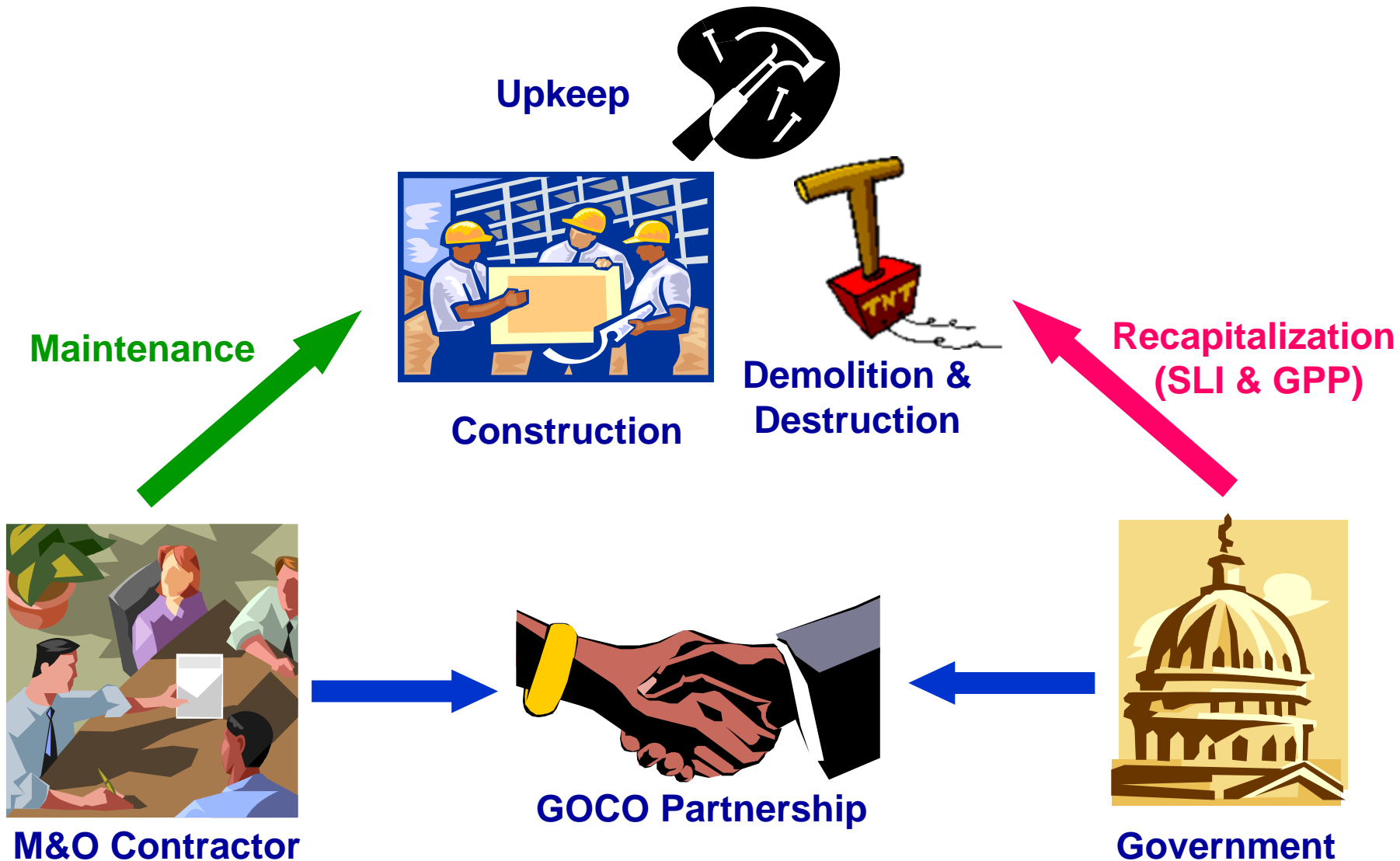


# Contractor F&I Roles and Responsibilities

- Manage and operate DOE owned facilities and equipment
- Minimize downtime due to facility and equipment repairs
- Prioritize maintenance activities and projects
- Retire and demolish facilities no longer needed
- Evaluate investment decisions
  - lease vs. purchase
  - make vs. buy
- Meet reporting reqs (e.g., FIMS, quarterlies, etc.)
- Develop 10 year site plans
- Have an SC corporate perspective



# F&I on One Slide





# Facility Condition Index

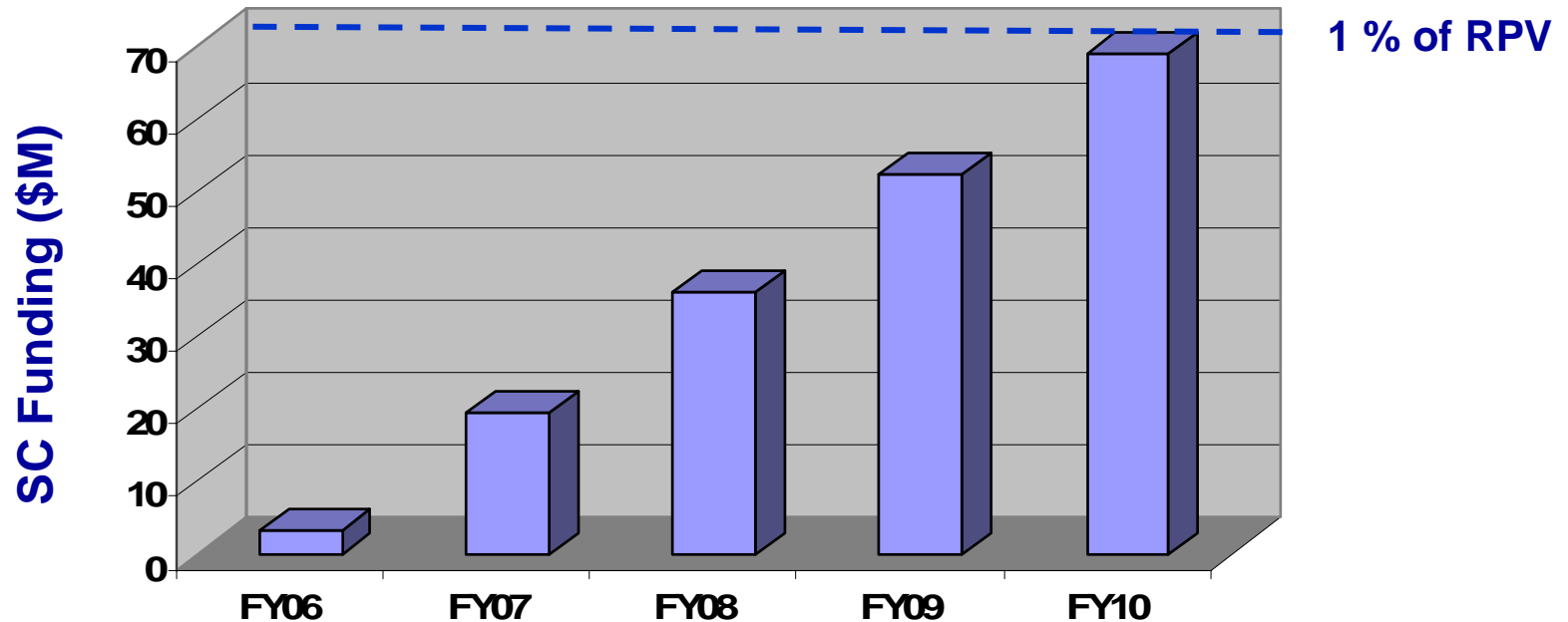
$$FCI = \frac{DM}{RPV} \times 100$$

- Goal is to get FCI to  $\leq 5\%$  (Good)
- 2 ways to do this:
  - Increase RPV (e.g., add new facilities)
  - Decrease DM (e.g., fix things)
  - For given investment—get more impact by decreasing DM



# Deferred Maintenance

- **The approach:** Direct SC funding for DM reduction



- Sum over 5 years: \$180M
- Close to OECM goal (need \$190M to get to 5% figure)



# Issues with DM

- Maintenance requirements naturally increase (facilities get older)
- RPV is not constant
  - Changes as we acquire or demolish infrastructure
  - Should also change naturally in time
- Definition of RPV not standardized
- Historically, DM has been low priority



# Maintenance

- SC's goal is to decrease DM to achieve an FCI of 5% or lower (Good).
- SC's minimum maintenance investment goal is 2% of RPV. However, 2% at some sites will not be sufficient to keep deferred maintenance from increasing.



# Recapitalization, Excess Facilities, Leasing

- Goal: Recapitalize, rehabilitate, renovate, and modernize SC general purpose facilities
  - Area 300 at PNNL
  - Seismic upgrades at LBNL
  - Utility and seismic upgrades at SLAC
- Goal: Remove excess or outdated facilities
  - Major initiative: Bevatron at LBNL
  - Supporting effort to clean up Central Campus at ORNL
- Goal: leasing as an option for new general purpose office and laboratory buildings





# Plans, Plans, Plans

<i>Plan</i>	<i>Prepared By</i>	<i>Required By</i>	<i>Date Due</i>
20 Year Facility Plan	SC Program Offices	SC-1	5 years (?)
Business Plan	M&O Contractor	Congress	Sep
10 Year Site Plan	M&O Contractor	DOE	May
Site Office Performance Plan	Site Office	SC-3	Sep
Site Office Manager Annual Performance Plan	Site Office Manager	SC-3	Oct



# Challenges for You During (and After) this Workshop

- How do we optimally drive down Deferred Maintenance?
- Different facilities should have different weights in determining RPV—how do we characterize and capture this?
- How do we best train and develop our F&I managers?



# Your Turn

*Questions?*